

Summary Strategic Agenda 2022-2025

Our ambition is to increase our contribution to finding and realizing solutions for achieving the *Sustainable Development Goals* (SDGs) of the United Nations (UN) within the Wageningen domain: contributing to ending hunger, ensuring food security and sustainable agriculture, climate change mitigation, protection of biodiversity and sustainable use of ecosystems on land and at sea.

We work with full commitment on the necessary transitions, and do so with a *science-based* approach. Natural sciences, technological and social sciences cooperate at WR in an interdisciplinary manner; this is how we get to integral considerations, solutions and innovations. That is our strength. We use knowledge of food production, nutrition, organisms, climate, nitrogen problems, spatial planning of rural areas, (bio) technology, breeding, biobased production, natural resources, society and well-being for solutions from a local to global level.

With our innovations we support new designs for future-proof, fair, healthy and sustainable food systems. Based on our research, we work on preserving and restoring biodiversity. We seek to contribute to a healthy lifestyle and a healthy living environment. The cooperation within the *Dutch Diamond* of the Agrifood and Horticulture sector between governments, social organizations, companies and Wageningen Research (WR) is close and effective. In this way, we also contribute to the Dutch competitive strength of business in a globalized economy and to social welfare. Our knowledge is requested and applied nationally and worldwide.

Our ambition is to maintain and strengthen the excellent knowledge position that we currently have (inter) nationally. In the coming years we will give priority to:

- Our **knowledge is our strength** and our **researchers are our capital**. Investing in knowledge development is therefore always necessary. We invest as much as possible in priority research and facilities. We continuously work towards a vital and diverse staff, in which substantive quality, competencies and job satisfaction are key, and inclusivity is a guiding principle. Substantive and personnel **connections between WR and WU** will be further intensified.
- We anticipate relevant themes in our domain with a flexible - **One Wageningen thematic approach**. In this way we promote the cohesion and, above all, synergy that arises through WUR-wide integration of knowledge development. We monitor the available knowledge within WR and identify what is still needed. This provides direction for new knowledge development. With this integrated thematic approach, we increase our effectiveness in knowledge development and we also accelerate the flow of more fundamental knowledge to applied research and business development. We are **proactive and agenda-setting**, based on a Wageningen vision developed for these themes
- Wageningen Research is part of Wageningen University & Research (WUR), together with Wageningen University (WU). We are extending the overall WUR Strategic Plan by 2 years. In preparing this, we will focus on the development of **knowledge** in the fields of zoonoses, biodiversity, preventive health, nitrogen reduction, resilience of food systems, and changes in land use / land use in the context of climate change adaptation, pressure on space and water. We are also intensifying our investments in data science and artificial intelligence.
- Research requires high-quality research facilities. Major investments are needed to maintain that infrastructure and make it future-proof. To give direction to this, we are drawing up a **Roadmap for research infrastructure**.
- Externally, we are strengthening **cooperation** with governments, knowledge institutions, companies and social organizations, and we are further developing our campus as a crystallization point for cooperation and dialogue with our stakeholders. We intensify discussions with our stakeholders through the **Dialogue Program**. Our presence in the region remains of great importance for cooperation with partners in the Netherlands.
- **European and international cooperation** is given even more priority. We are further expanding our position internationally, particularly in Europe and Asia. We contribute to European policy development and setting the agenda in the field of food systems and natural and social systems in the light of the SDGs ; and we invest (preferably jointly with the Dutch government) in interaction with the European Commission and the European Parliament
- Within our organization we are working on further **optimizing business operations** through simplification, further cooperation and harmonization. In our revenue mix, we monitor the balance between revenue from contract research, public funding, EU projects with co-funding and working in Public-Private Partnerships (PPPs). Finally, we are looking for a new balance between working on location and at home.

These are the spearheads of WR. In order to achieve this, a sustainable knowledge policy of the government is an important precondition. That means:

- (1) a stable government investment for a robust development of a knowledge base of sufficient size and financed by all ministries relevant to the WR domain.
- (2) structural government funding to maintain the research infrastructure at a high level.
- (3) sufficient financial scope for co-financing EU projects (participation in EU programs is essential for the ambition of the Dutch government towards Europe),
- (4) a more integrated policy development by the joint Dutch government. Integrated issues also require joint programming of research. WR serves the knowledge questions of the Ministry of Agriculture, Nature and Food Quality. But we see untapped synergy between our Wageningen knowledge base and knowledge questions in the domains of the Ministries of Infrastructure and Water; Economic Affairs and Climate; Health, Welfare and Sport; and Kingdom Relations.